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Indeed Insights:

Winning Tech Talent in a Shifting Landscape

Understanding tech workers

As demand for tech roles continues to evolve, the 2025 Tech Talent Report equips talent leaders with insights to navigate the rapidly shifting landscape and plan for the future. For the second year in a row, Indeed and Glassdoor have maintained the top spot together as the destination of choice for tech job seekers.[1] Combining our jobs and job seeker data with Indeed-commissioned research enables us to provide unique insights on industry trends.

Overall, our findings revealed tech workers are more passive this year, with constrained tech audiences more likely to have been sourced by a recruiter, and to place high value on personal and professional benefits.[1]

As generative artificial intelligence (GenAI) continues to evolve and augment necessary skill sets, our audience is interested in upskilling, with Gen Z and Gen X feeling more pressure to do so. And beyond pay, the trend continues for wellbeing and company culture to be important factors in helping tech workers decide where they want to apply, and whether they remain loyal.[1]

Depending on the role, employers are seeing either too many or too few applicants. Leveraging the insights in this report can help employers fine-tune recruitment efforts to solve for their unique needs. As a strategic partner, we are pleased to share the key takeaways.

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How we collected insights

To understand the perspectives of those shaping and navigating today's tech workforce, we analyzed Indeed and Glassdoor data in combination with a commissioned survey of 1,035 tech workers in the US conducted by YouGov.

Participants answered an online quantitative questionnaire between May 22 and June 10, 2025. They ranged in age from 18 to 65 and primarily included people working in software and information technology with a range of experience across a number of industries.

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The outlook for tech jobs

The tech labor market is shifting, with AI accelerating long-term changes in both demand and role definitions. Entry-level candidates are facing steeper barriers, while experienced specialists for certain roles remain in short supply. Meanwhile, emerging tools and skill sets—especially those tied to AI—are reshaping what employers need and value most.

The hiring squeeze and rise of AI

What began as a cyclical downturn in tech hiring may now be entering a new phase—one shaped by the rise of AI, increased requirements, and less demand for entry-level talent.

Following a sharp post-pandemic drop, tech job postings on Indeed have remained weak since mid-2023. As of early July 2025, postings were down 36% compared to early 2020 levels. Some analysts point to a correction after the previous hiring surge, while others suggest artificial intelligence (AI) may be tempering the demand for tech talent.

US tech job postings have gone from boom to bust
US job posting index (Feb-2020 = 100)
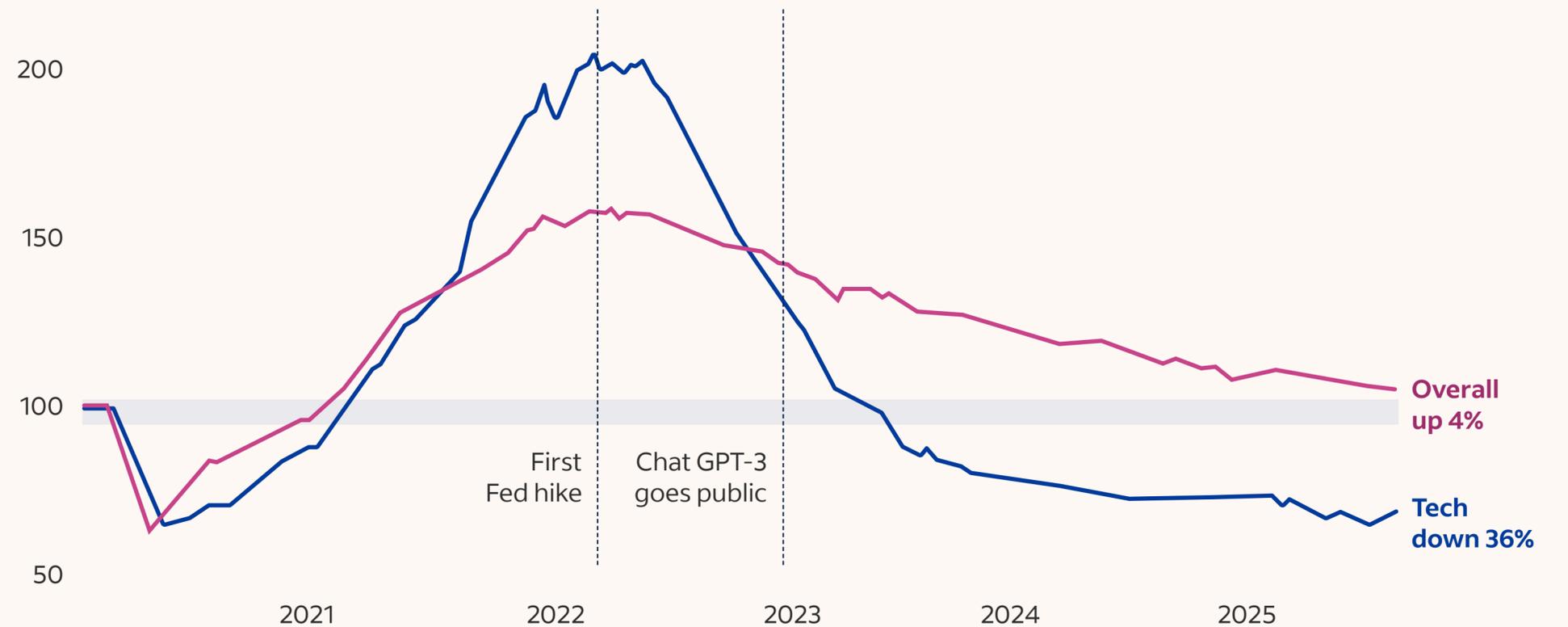
Indeed, last data point: July 11, 2025, seasonally adjusted Tech occupations include software development, information design, IT operations, mathematics.
Tech job postings more than doubled through early 2022, but have fully retreated since, down 36% from their pre-pandemic level as of July 11, 2025.
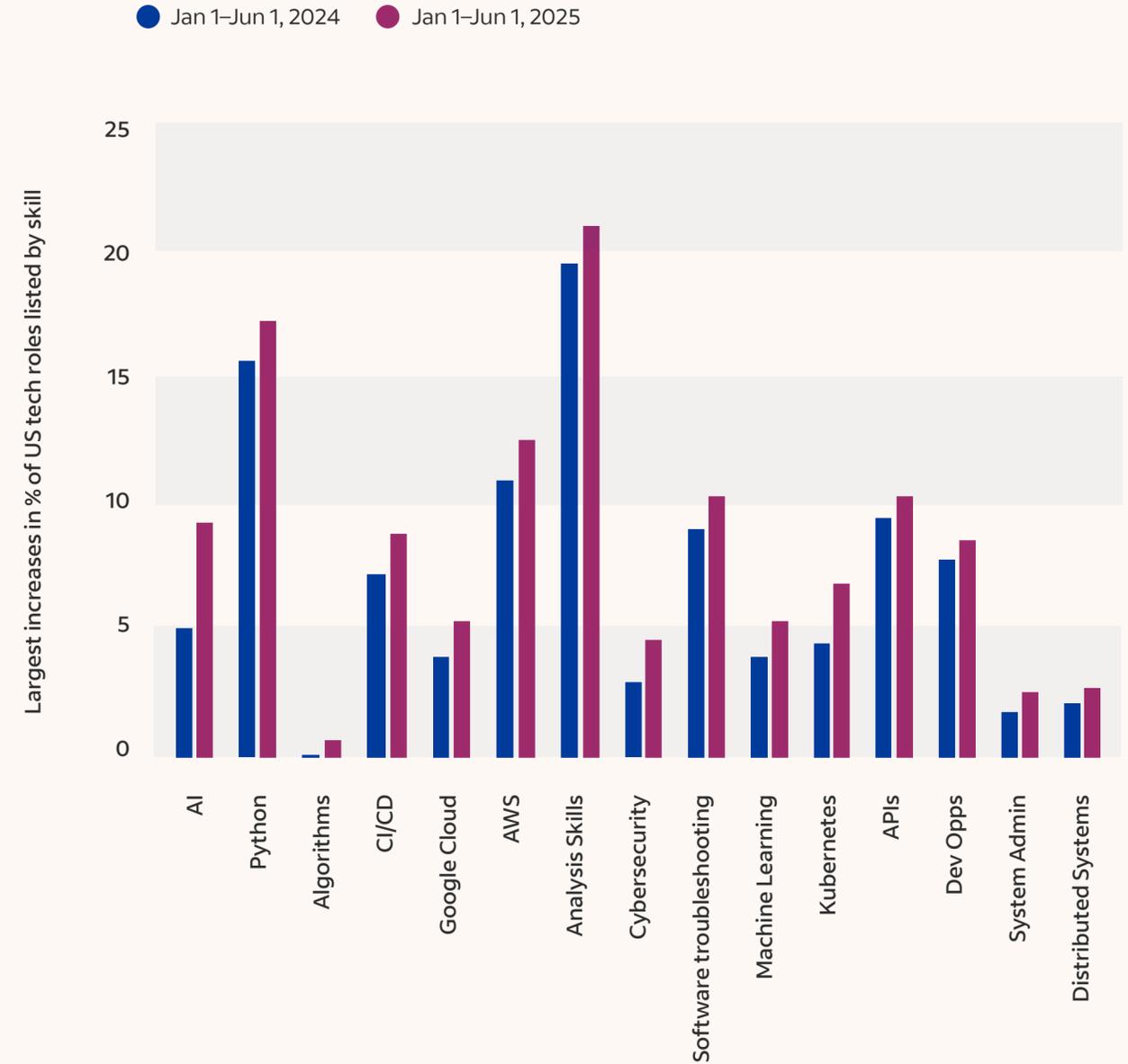
In-demand tech skills

Postings for senior and manager-level tech jobs were still closer to their pre-pandemic levels (down 19%) compared to standard and junior tech titles (down 34%). Despite fewer opportunities, this early-career talent audience remains active in the job market, often applying to jobs without meeting the requirements. This puts pressure on employers to shift strategies and either focus on sourcing the right experience or automate screening to sift through resumes of unqualified talent more efficiently.

Tech postings are down

19%
Senior and manager level

34%
Standard and junior tech

Largest increases in % of tech jobs listed in 2024 vs. 2025

● Jan 1–Jun 1, 2024   ● Jan 1–Jun 1, 2025

Largest increases in % of US tech roles listed by skill

Categories: AI, Python, Algorithms, CI/CD, Google Cloud, AWS, Analysis Skills, Cybersecurity, Software troubleshooting, Machine Learning, Kubernetes, APIs, Dev Opps, System Admin, Distributed Systems

Tech talent shortages

For many roles, employers are flooded with applications. But in several key technologies, there's a stark shortage of qualified talent. The adjacent chart highlights the technologies with the greatest gaps between available talent and job postings. Skills like distributed computing, machine learning frameworks, and model deployment appear far less often on resumes than in job ads.

When hiring for roles where there is not enough talent available, employers should consider two strategies. The first is to understand what highly sought-after tech talent are looking for and develop a targeted recruitment campaign that addresses their requirements. The second is to identify both internal and external candidates who can be upskilled quickly. However, many talent acquisition leaders express concern that their recruiters may lack the technical understanding—particularly around platforms and programming languages—to identify upskillable talent effectively.

Today's toughest-to-fill technology skills
Tech skills in high demand but rarely listed by candidates

1 Distributed computing	16 UXPin
2 Machine learning frameworks	17 Google Cloud Platform
3 Model deployment	18 Cloud security
4 SRE	19 Security engineering
5 Distributed systems	20 Cloud infrastructure
6 RESTful API	21 Rust (programming language)
7 Go	22 Model training
8 Playwright	23 AIOps
9 Open source contribution	24 WebAssembly
10 MLOps	25 Terraform
11 Machine learning libraries	26 Graph databases
12 MobX	27 CircleCI
13 Outage management	28 Kubernetes
14 Red Hat OpenShift	29 Cloud architecture
15 GitLab CI/CD	30 System hardening

Common skill clusters

Candidates with distributed computing skills also tend to be skilled in:

JavaScript	SQL
Machine learning	Python
C++	Computer skills
Computer science	Java
Software development	AWS
MySQL	Computer networking
Analytics	Git
Databases	Linux
Oracle	Agile
Analysis skills	APIs

Candidates with machine learning frameworks skills also tend to be skilled in:

Python	Java
Machine learning	Analysis skills
SQL	Analytics
AI	Pandas
TensorFlow	C++
Git	R
PyTorch	Computer science
AWS	Data analysis skills
Computer skills	NumPy
Data science	GitHub

How AI is reshaping tech jobs

GenAI has significantly impacted technical roles by introducing new skill requirements and transforming existing responsibilities beyond traditional coding to include new skills like prompt engineering and AI integration. Technical professionals are now expected to understand how to effectively use AI tools and work alongside AI systems, ensuring its useful and responsible application in complex environments. This includes strengthening data analysis functions and supporting digital transformation initiatives.

Which tech roles have been let go after a restructure?

Top 4 roles

- Software Engineers / Developers
- QA Engineers
- Product Managers
- Project Managers

Where are companies deploying tech talent after a restructure?

Top 3 reassignments

- Cybersecurity
- Data analytics / analysis
- AI teams

Reshaping work through AI

Companies that had stronger than expected performance and growth are using AI significantly more often as a core part of operations.[2] Companies that performed below expectations say much more often that AI is adopted and encouraged, but only in certain departments or functions, if at all.

"

AI enables technical professionals to focus on higher-level tasks, such as strategy, innovation, and complex problem-solving."

"

Prompt engineers are now part of product teams, especially in content creation, customer service automation, and internal tooling."
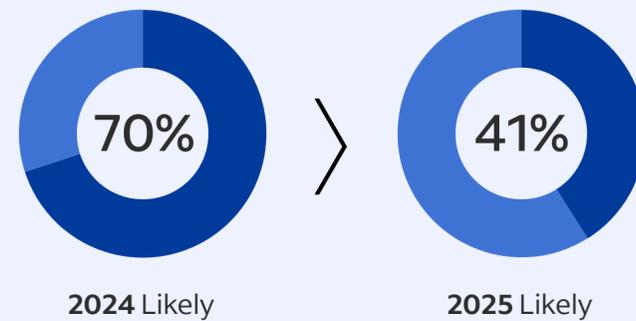
Job seeker attitudes

While confidence in the industry has dipped, most tech professionals aren't overly concerned about layoffs, but younger workers are more concerned about AI replacing their job. Many tech workers remain open to new opportunities, driven by a mix of practical and personal motivators—top among them are better pay, benefits, growth, and flexibility. More experienced workers and those in high-demand roles are especially focused on work-life balance and remote options.

Concerns over layoffs vs. AI

While Glassdoor did observe an overall decline in optimism for the tech industry,[3] most tech workers aren't currently losing sleep over job security. Just 31% say they're concerned about layoffs, and fewer than half (41%) would consider looking for a new job if their company had layoffs that didn't directly impact them.[4]

This marks a noticeable decrease in layoff concern among today's tech talent compared to last year—where 70% of workers said they'd start looking for a new job even if they weren't laid off in a round of cuts.
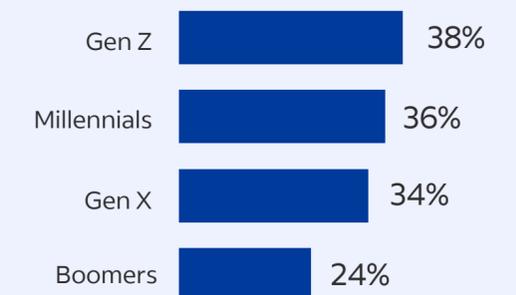
Employee concern over layoffs

45% Not concerned

25% Neutral

31% Concerned

70% 2024 Likely

41% 2025 Likely
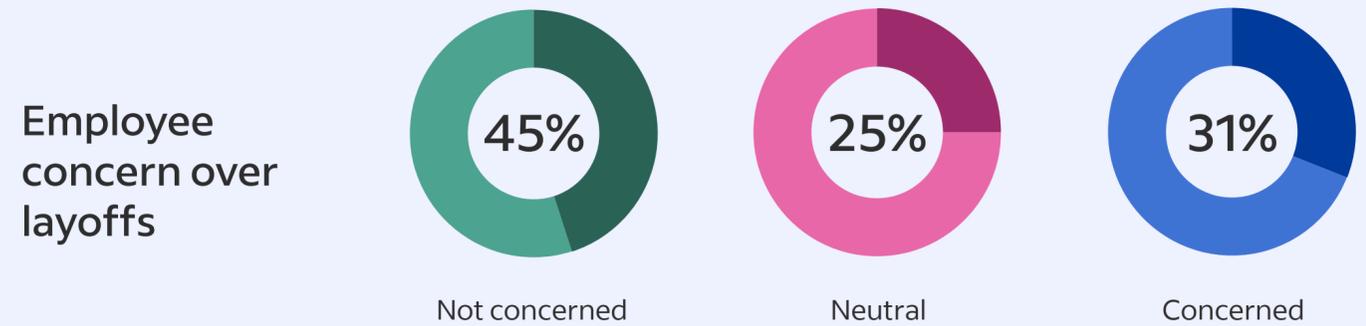
If your company were to lay off, but you were not affected, how likely is it that you would start looking for roles at other companies?

Actions taken due to concerns about layoffs

Action	Percent
Updated my resume	45%
Browsed new job opportunities online	44%
Upskilling with technology courses	35%
Contacted people in my own immediate network	26%
Contacted people outside my own immediate network	20%
Reached out to a recruiter	15%

Concerned AI may take over their role

Generation	Percent
Gen Z	38%
Millennials	36%
Gen X	34%
Boomers	24%

Motivators to move on

To attract top tech talent, recruiters need more than just a polished job description—they need to understand what truly drives candidates' decisions. Knowing what motivates tech job seekers helps tailor outreach, craft better offers, and build roles that resonate in a competitive market.
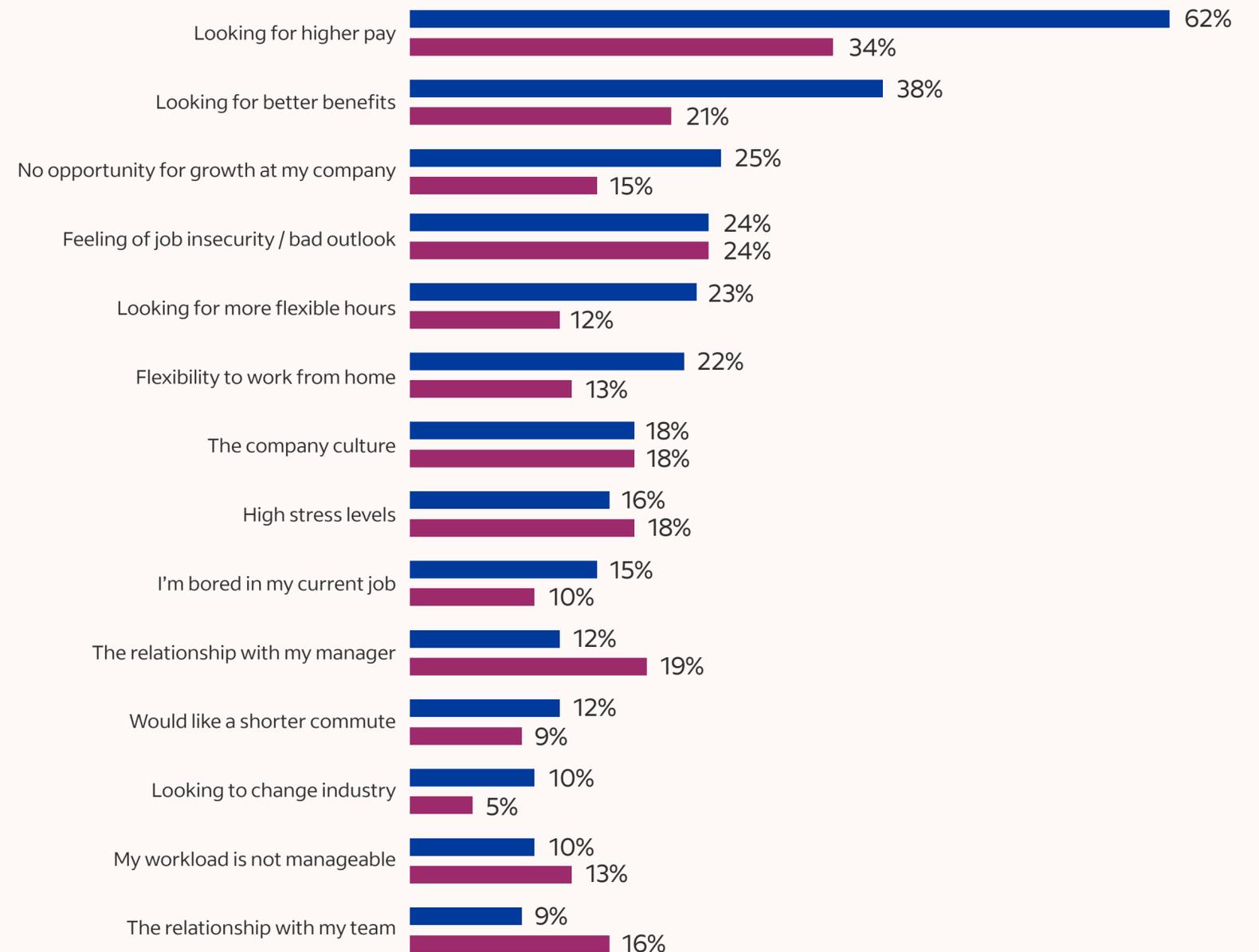
Our survey found that better pay, better benefits, opportunity for growth, and job flexibility were the top motivations for US tech talent to seek out new roles. Job insecurity, company culture, and high stress levels are also notable motivators and have roughly the same impact on triggering job search for both seekers and non-seekers.

Better benefits, flexible hours, and ability to work from home were the biggest motivators for tech job seekers with more in-demand experience.

Motivators for seeking a new role
Employed and active / passive seeker vs. not open to new role

● Seekers　● Non-seekers

Motivator	Seekers	Non-seekers
Looking for higher pay	62%	34%
Looking for better benefits	38%	21%
No opportunity for growth at my company	25%	15%
Feeling of job insecurity / bad outlook	24%	24%
Looking for more flexible hours	23%	12%
Flexibility to work from home	22%	13%
The company culture	18%	18%
High stress levels	16%	18%
I'm bored in my current job	15%	10%
The relationship with my manager	12%	19%
Would like a shorter commute	12%	9%
Looking to change industry	10%	5%
My workload is not manageable	10%	13%
The relationship with my team	9%	16%

Job seeker activities

Tech workers are becoming more passive in their job searches—open to new roles but less likely to take active steps—while bypassing recruiters and doing their own research before applying. As the job market tightens, many less experienced candidates are applying more broadly, often to roles they don't fully qualify for. This trend adds pressure on recruiters and highlights the need for more efficient hiring tools as well as a strong employer brand to stand out and attract selective talent.

More passive job searching

Job seekers interested in a new position, actively or passively, generally have less than 5 years of tech experience, with software developers and tech support workers showing the most interest. However, overall activity among tech job seekers seems to have decreased from last year with only 17% of respondents actively looking for a new job.

As the tech job market tightens, many less experienced candidates are applying for roles they don't meet the qualifications for. With fewer roles available to them—and a higher likelihood of actively seeking new opportunities—early-career professionals are applying more broadly, often to positions that aren't a fit. This surge in unqualified applicants increases the burden on recruiters and underscores the need for smarter, more efficient hiring tools.

2025

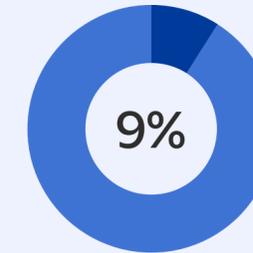| Active | Passive | | Not open to new jobs |

17%
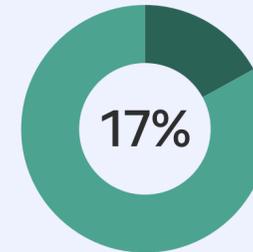
I am currently actively looking for a new job
(e.g. browsing online job sites, submitting applications, interviewing, etc.)

Significantly higher among:

Software Developers
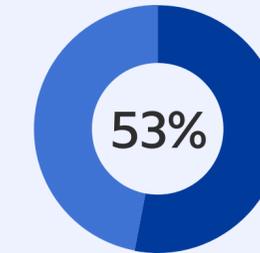
Tech Help / Support

< 1 year Tech Experience

9%

I am looking for a new job, but have not actively taken steps to find one yet

Significantly higher among:
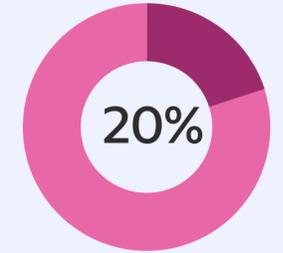
1–5 years Experience

High school or less

53%

I'm not currently looking for a new job, but I would be open to considering a new job if the right opportunity came along

Significantly higher among:

Gen Z

Millennials

Gen X

20%

I'm not looking for a new job and wouldn't consider new job opportunities
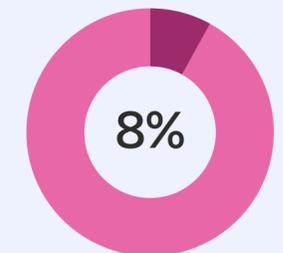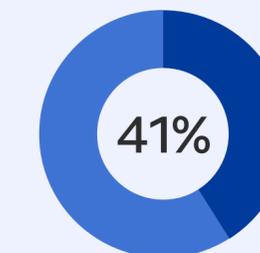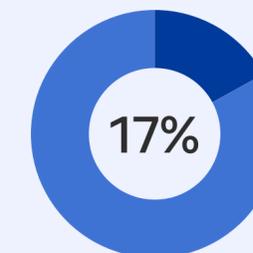
Significantly higher among:

Baby Boomers

5+ years Experience

2025 Tech Talent Survey, YouGov
Question: Are you currently looking for a new job? This includes looking externally or internally at your current company.

2024

34%

17%

41%

8%
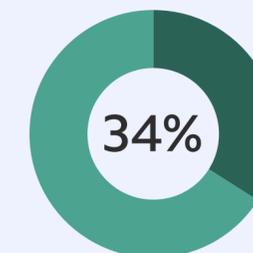
2024 Indeed Tech Talent Report: *Tapping Into Today's Tech Talent*
Question: Are you currently looking for a new job? This includes looking externally or internally at your current company.

2025 Tech Talent Report   14

Going it alone on the search

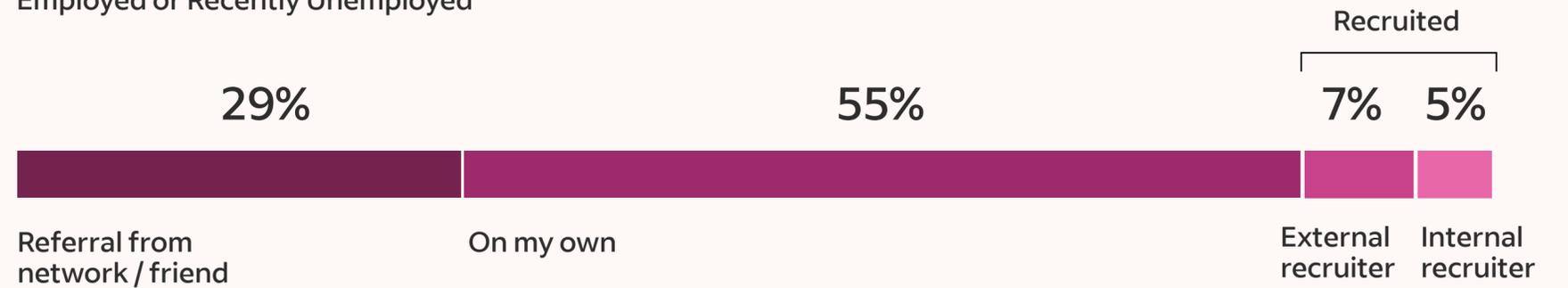Tech workers are selective about the positions they apply to and are in full command of their own job searches. They tend to apply directly to prospective employers, without the help of recruiters. In fact, only about 12% landed their current roles through proactive recruiter outreach.[5]
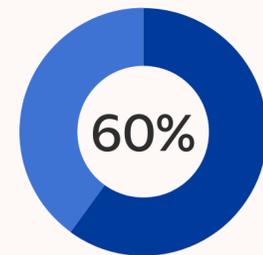
Recruiter conversations are most successful when the recruiter shows they've researched their background. For employers, crafting good job descriptions is of critical importance.

Role of recruiter

Source of current / most recent position
Employed or Recently Unemployed

Recruited

| 29% | 55% | 7% | 5% |

Referral from network / friend

On my own

External recruiter

Internal recruiter

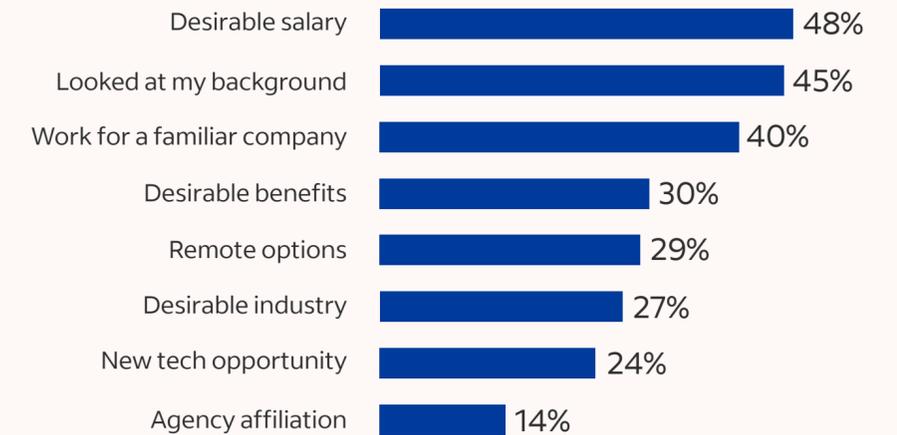**52%** Recruiter has reached out in the past year

60% Had conversations to hear more about the job

Reason for responding to recruiter

Desirable salary	48%
Looked at my background	45%
Work for a familiar company	40%
Desirable benefits	30%
Remote options	29%
Desirable industry	27%
New tech opportunity	24%
Agency affiliation	14%

Tech workers do their homework

Compared to other job seekers, knowledge workers typically do more research before submitting an application. They browse job listings, save them and revisit them, visiting multiple platforms over time, rather than applying immediately.

The most popular place for US job seekers to research employers is the company's website, followed by websites like Glassdoor, LinkedIn, and Indeed.[6] Conducting research through one's own networks remains popular, which increased significantly (by 15%) as a strategy over last year.[7]

2.5X

Knowledge workers are 2.5 times more likely on average to have multiple clicks revisiting a single job

Indeed data, US

[6] 2025 Tech Talent Survey, YouGov
[7] 2024 Indeed Tech Talent Report: *Tapping Into Today's Tech Talent*

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Attracting tech workers

Understanding what matters to tech talent is essential for attracting the right candidates. While salary and benefits still lead, priorities are shifting—employee happiness now ranks third. Career growth, bonus pay, and stock options are especially valued, with in-demand tech talent placing more weight on mentorship and upskilling. Flexibility and company culture also stand out, highlighting the need for a more holistic approach to employer value.
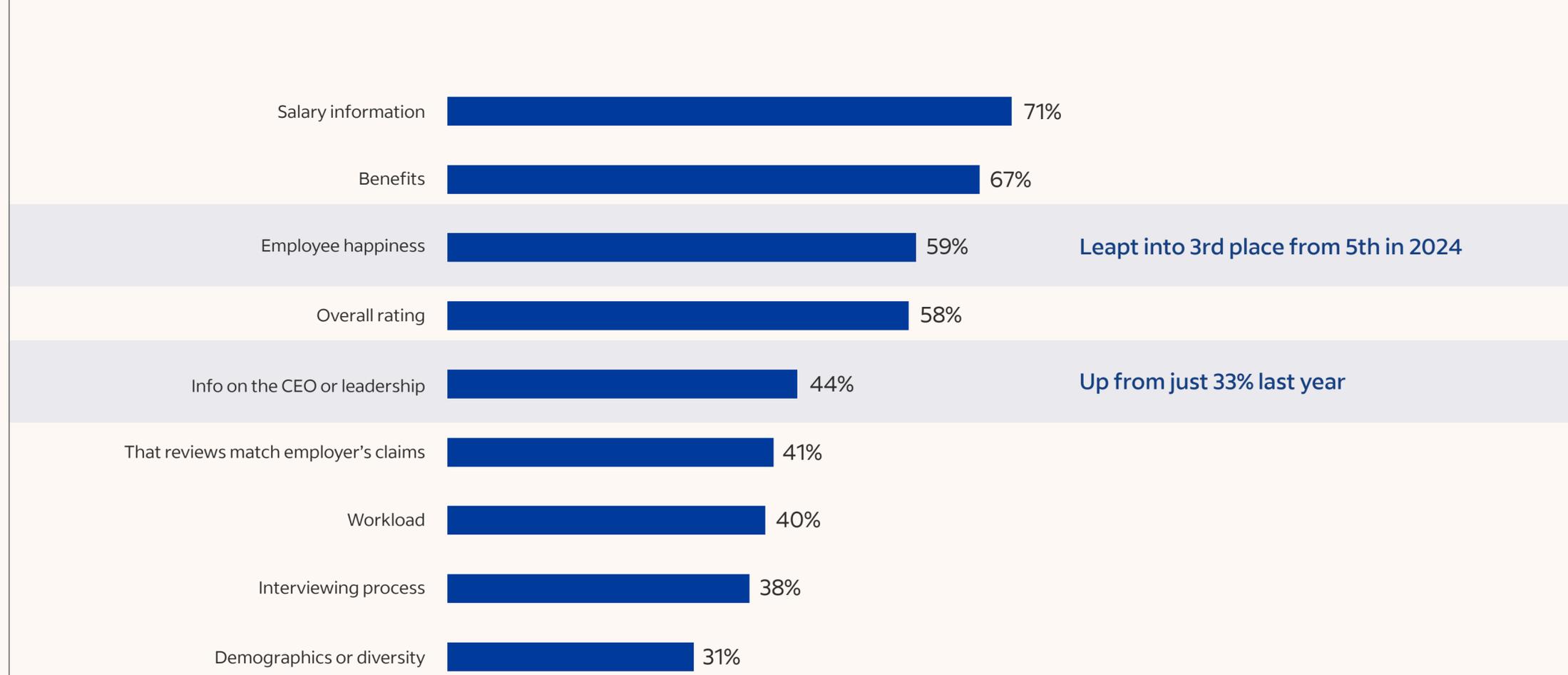
What do tech workers want?

Now that we've established tech talent's fondness for research, let's dig into what they're actually looking for. After all, understanding what matters most to candidates can help employers better position themselves to attract top talent.

Some interesting developments occurred in terms of what matters to tech job seekers over the last year. Employee happiness leapt into third place behind salary and benefits on the list of priorities. This underscores the growing value today's workers place on wellbeing and a positive culture at work. However, the biggest jump in importance goes to information on company leadership, increasing by 11% to climb up three spots to fifth place this year.

Type of research conducted
Active job seeker (any research)

Category	Value
Salary information	71%
Benefits	67%
Employee happiness	59%
Overall rating	58%
Info on the CEO or leadership	44%
That reviews match employer's claims	41%
Workload	40%
Interviewing process	38%
Demographics or diversity	31%

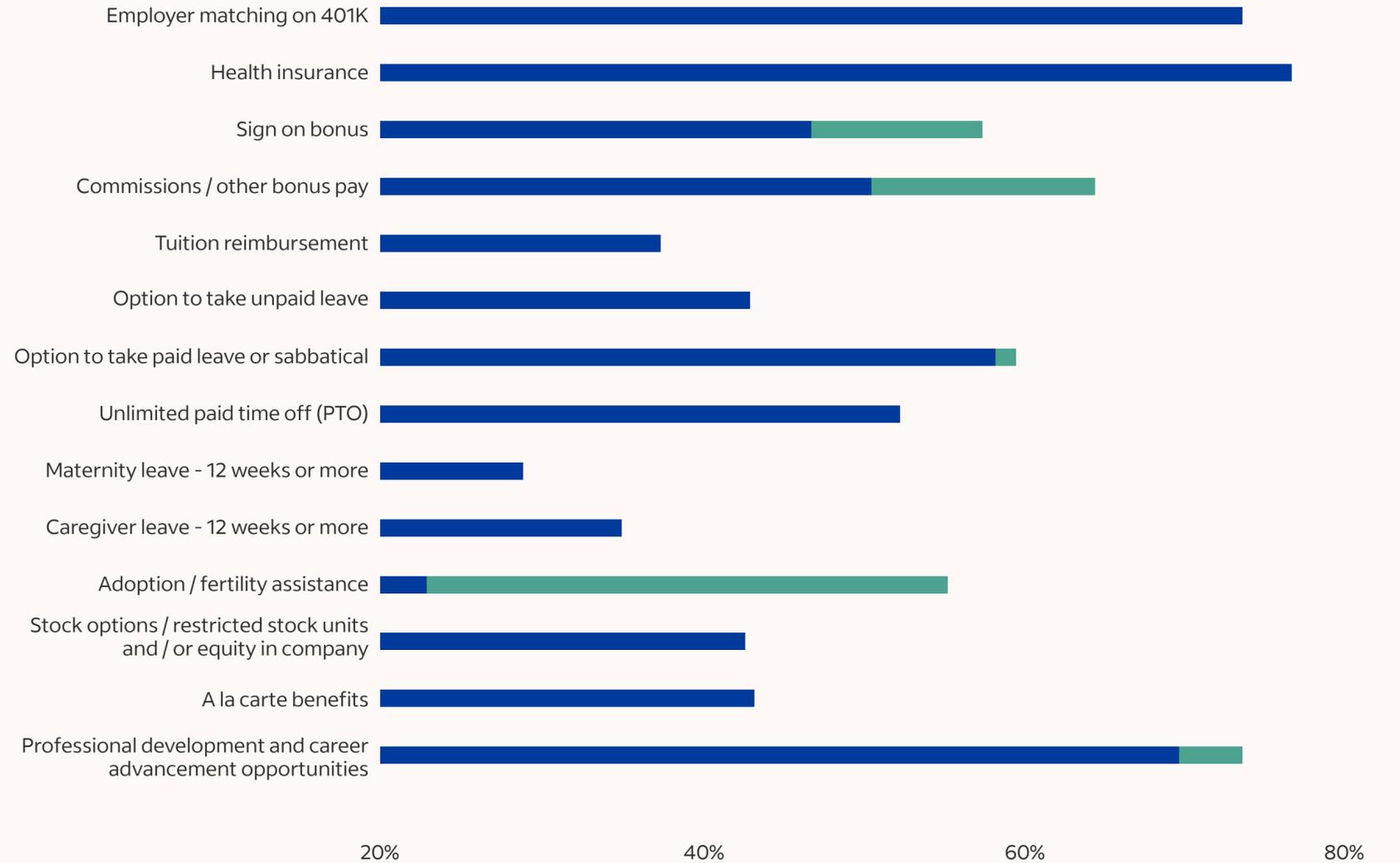**Leapt into 3rd place from 5th in 2024**

Up from just 33% last year

Professional benefits that matter

Beyond insurance and 401k matching, US tech workers most value professional development or career advancement opportunities. Time off and bonus pay or stock options are valued as well, with signing bonuses, commissions or bonus pay, and stock options cited most often as must-haves.

Professional benefits valued by tech workers

● All tech respondents   ● Valued more by in-demand tech talent

- Employer matching on 401K
- Health insurance
- Sign on bonus
- Commissions / other bonus pay
- Tuition reimbursement
- Option to take unpaid leave
- Option to take paid leave or sabbatical
- Unlimited paid time off (PTO)
- Maternity leave - 12 weeks or more
- Caregiver leave - 12 weeks or more
- Adoption / fertility assistance
- Stock options / restricted stock units and / or equity in company
- A la carte benefits
- Professional development and career advancement opportunities

20%   40%   60%   80%

Personal benefits that matter

Beyond a manageable workload, flexibility is most valued, specifically in terms of hours, work location, and work scheduling or workflow. Company culture is also a top-five pick.

Tech workers with in-demand experience place greater importance on perks that advance their career or expertise like mentorship programs, upskilling resources, and overall workplace culture.

Personal benefits valued by tech workers

● All tech respondents   ● Valued more by in-demand tech talent

Benefit	
Flexible hours	
Option to work part-time	
Option to work from home / hybrid	
Manageable workload	
4-day work week	
Employee resource groups (e.g. Women in Tech, LGBTQ+, Working Parents)	
A culture where I am friends with who I work with, not just colleagues	
Mentorship program	
A culture, mission and values that I connect with	
Inclusion and belonging initiatives	
Snacks and meals provided at office	
Pet-friendly office environment	
On-site gym / workout classses	
Chill out zone / game room	
Autonomy (e.g. set own schedule, decide on workload / workflow)	
Upskilling resources	

15%   40%   65%   90%

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Retaining tech workers

Tech workers are more likely to remain with companies that offer internal mobility, supportive management, and a strong culture of wellbeing. High-performing organizations stand out by investing in employee growth through upskilling—an area where tech professionals show strong engagement. Companies that prioritize development, support, and culture are not only more likely to retain their talent, but also tend to outperform their peers.

What drives tech talent retention

Understanding what motivates employees to stay is key to building a stable, committed workforce. When tech workers are ready to move forward in their careers, they're more likely to seek an internal position when the company is performing well, when upskilling is offered, and when management is supportive.
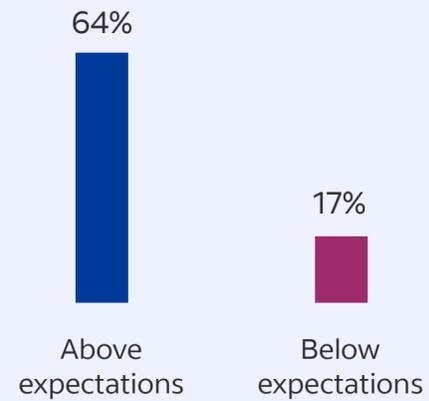
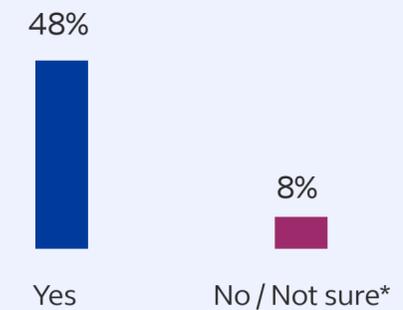**Likelihood next job will be at current company**

37%
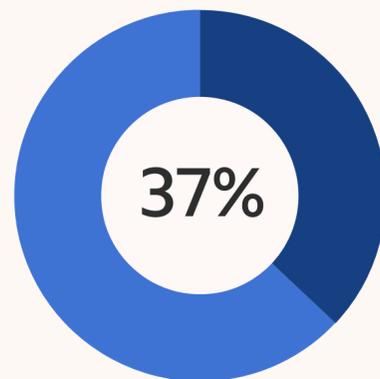
Likelihood next job will be at current company by company performance, access to upskilling, and company culture
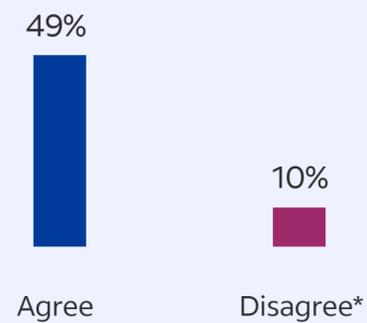Employed and actively seeking new job
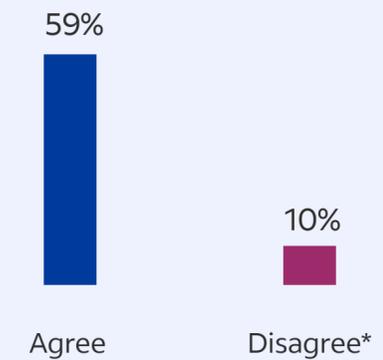
Company's past 12 months' performance*

64%
Above expectations

17%
Below expectations

Company offers upskilling / training

48%
Yes

8%
No / Not sure*

Felt supported by my manager

49%
Agree

10%
Disagree*

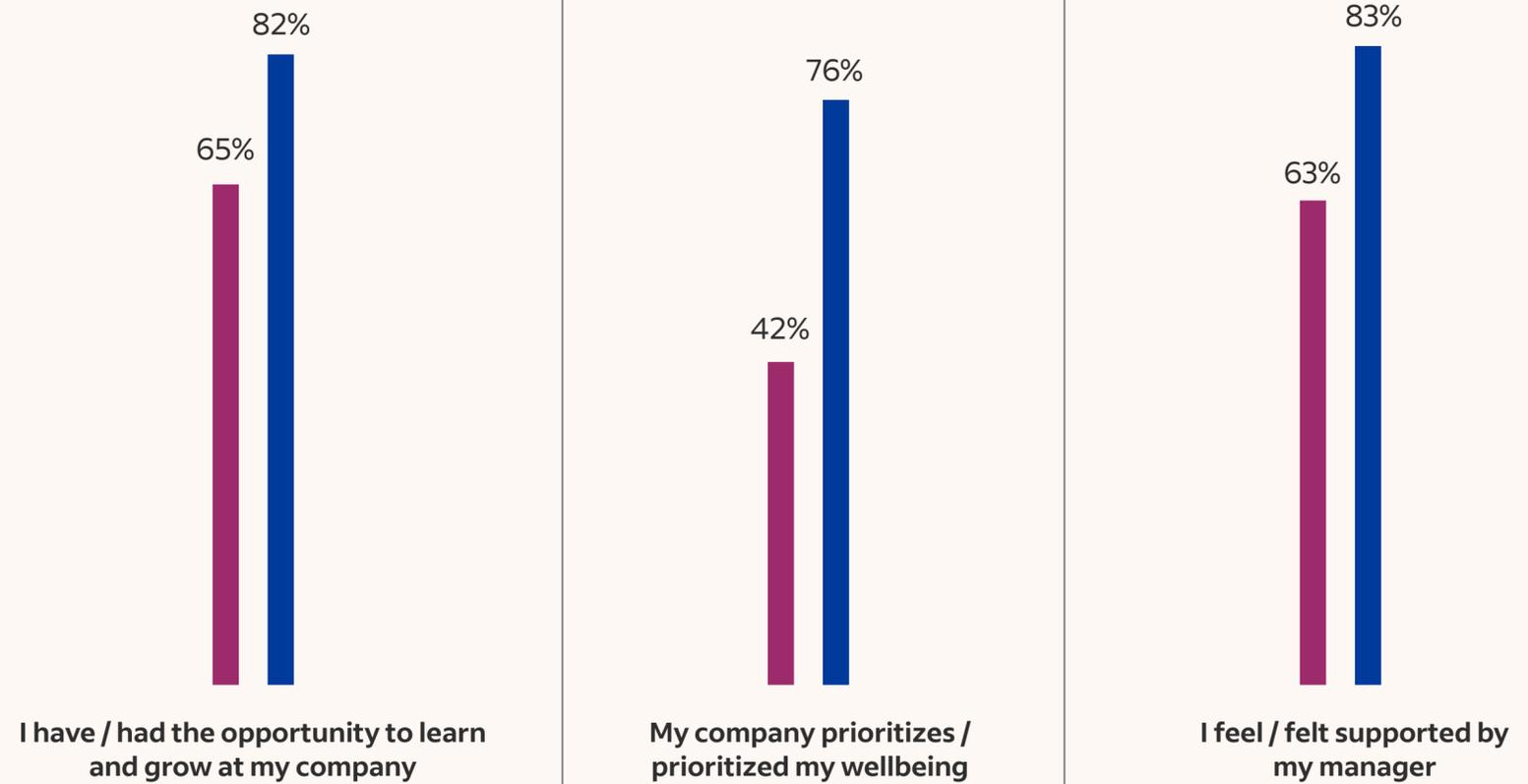**Company prioritizes my wellbeing**

59%
Agree

10%
Disagree*

How high-performing companies stay ahead

As technology and its applications evolve at a rapid pace, we explored how top-performing companies are navigating the shift. Organizations exceeding revenue expectations are not only planning for future talent needs—they're already executing. These companies offer more growth opportunities, invest in upskilling, and actively encourage employees to participate. Just as importantly, they focus on fostering a best-in-class culture that prioritizes employee wellbeing. In other words, they offer workers more reasons to stay.

Employee sentiment by company performance
A comparison of survey respondents who reported their company being ahead of vs. behind business performance expectations

● Below expectations ● Above expectations

	I have / had the opportunity to learn and grow at my company	My company prioritizes / prioritized my wellbeing	I feel / felt supported by my manager
Below expectations	65%	42%	63%
Above expectations	82%	76%	83%

High uptake for tech upskilling

Tech workers value professional growth, with most taking advantage of their company's upskilling opportunities, particularly technical courses. An effective retention strategy should definitely include training and professional development.
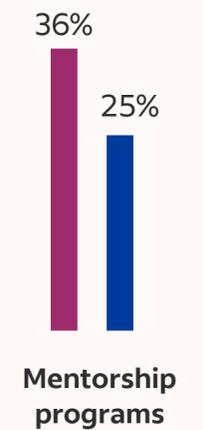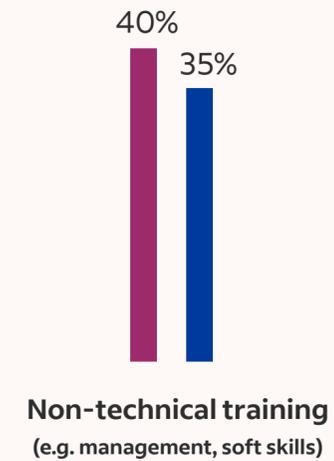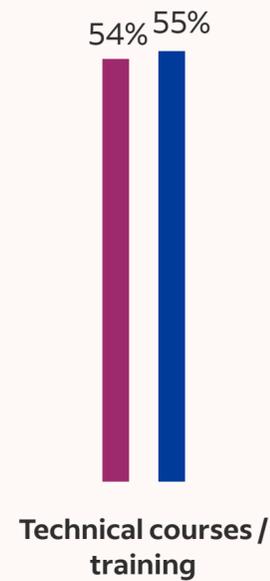
Company offers any upskilling / training

77%
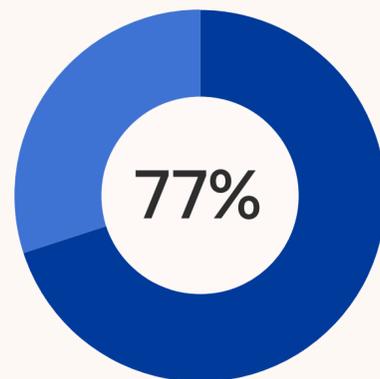
Upskilling / Training
Tech workers are most likely to take advantage of technical training courses when offered

- Offered by employer
- Used, if offered

	Offered by employer	Used, if offered
Technical courses / training	54%	55%
Non-technical training (e.g. management, soft skills)	40%	35%
Tuition / certification reimbursement	37%	23%
Mentorship programs	36%	25%

2025 Tech Talent Survey, YouGov
Questions: Which of the following upskilling or training programs are offered by your current / most recent company? Which of the upskilling opportunities provided by your current / most recent company have you used?

Value for employers

While investing in the benefits that matter to tech workers might feel costly, research shows it pays off. Companies that had stronger business performance offered upskilling at much higher rates than those with weaker business performance.
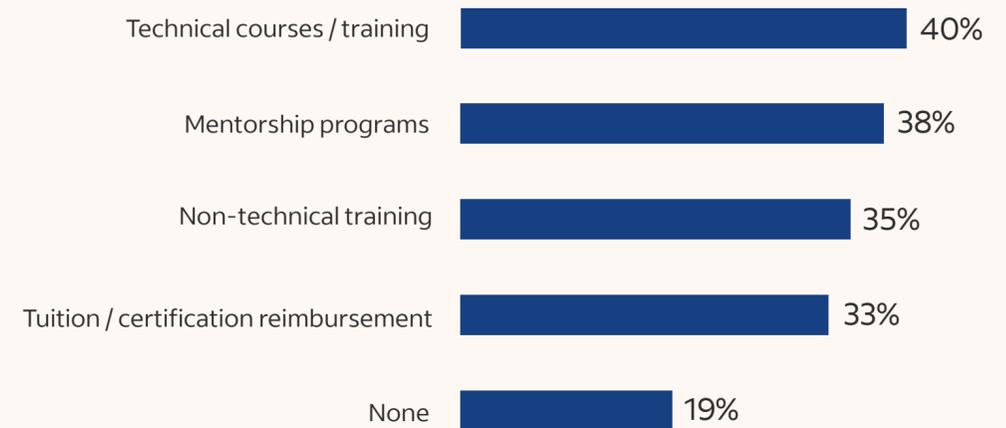
Stronger-performing businesses tend to hire tech talent with more of a growth mindset. Beyond what's offered by their employers, they also invest in upskilling and training opportunities for their own career development outside of work.

Tech talent at stronger-performing businesses participated outside of work

35%
more often in technical courses

4.3X
more often in mentorship

Stronger business performance by type of upskilling / training offered

Category	Percentage
Technical courses / training	40%
Mentorship programs	38%
Non-technical training	35%
Tuition / certification reimbursement	33%
None	19%

2025 Tech Talent Survey, YouGov
Question: Which of the following upskilling or training programs are offered by your current/most recent company? Please select all that apply.

Mastering the new realities of tech hiring

Conclusion

The tech hiring environment is changing quickly. What started as a market correction is now shaped by deeper shifts, including the rise of AI, tighter experience requirements, and evolving candidate priorities. At the same time, tech professionals remain selective, research-driven, and more passive in their job searches. Employers must adapt by rethinking how they attract, assess, and engage talent.

This year's data reveals a growing mismatch between job requirements and candidate qualifications. Early-career professionals, facing fewer opportunities, are applying more broadly—often to roles that aren't a strong fit. That makes efficient, accurate matching more important than ever. With fewer candidates actively searching, outreach matters too. Employers need to meet talent where they are, and a strong employer brand can help convert experienced professionals who aren't easily moved. In hard-to-fill roles, identifying common skill pairings can also reveal which candidates are most likely to succeed with targeted upskilling.

With 3.5 million people searching for tech jobs on our platform, Indeed gives employers access to a deep pool of quality candidates.[8] Our suite of hiring solutions helps talent teams identify relevant skills, find strong matches, streamline their processes, and make great hires faster. Alongside these tools, our leadership in the industry enables us to provide unique data and insights to help employers stay ahead of shifting trends and talent expectations.

Although the future remains uncertain, one thing is clear: employers who lean into smarter, insight-driven hiring strategies and meet tech talent on their terms will be far better positioned to succeed in the hiring landscape of today and tomorrow.